



WINGSPREAD

JOINT BASE SAN ANTONIO-RANDOLPH

No. 9 • MARCH 6, 2015



JBSA celebrates birth of military aviation

PAGE 4

Daylight Saving Time
begins Sunday
Spring Forward

INSIDE ... FREEDOM FLYER REUNION, P5 ... LEADERS SPEAK OUT, P8-9 ... SEVERE WEATHER SEASON, P11

COMMENTARY

THE FACE OF MILITARY FAMILIES

Don't underestimate the importance of sacrifices

By Chief Master Sgt. Matthew Lusson
6th Air Mobility Wing command chief

As I was reviewing some enlisted performance reports and decorations today, I started contemplating a huge event in my life that occurred almost 20 years ago.

In April of 1995, I asked my then-girlfriend Tiffani, a fellow Airman at the time, to be my wife, for better or worse. We were married later that year and along our journey these past 20 years, we have seen many places, been blessed with two wonderful children and made many friends.

What really got me thinking though, were the numerous sacrifices that my wife and two children have made.

Throughout the journey, my kids have been asked to change schools six times, each time giving up old friends to make new ones. Some of those transitions were easy, but some have been difficult. The resiliency they have shown each and every time though, inspires me. In some instances, they have actually been the ones itching to move, long before I ever was.

My wife has been asked to give up two different jobs along the way as well, not really ever getting the opportunity to start a career. Additionally, my family has had to deal with me missing many birthdays, anniversaries, etc. due to my temporary duties and deployments.

We, as service members, raise our right hand and solemnly swear to defend the United States, against all enemies foreign and domestic. We signed on the dotted line vowing to give our lives in its defense, if needed, but nowhere on that contract does it say that our families should do the same.

Whether you have a wife, husband, partner, children or simply family back

"Whether you have a wife, husband, partner, children or simply family back in your home town, we all have someone, somewhere along the journey with us that didn't sign that contract. They endure the ups and downs, the uncertainties of deployments and the joy of reuniting with one another after those separations."



Courtesy graphic

in your home town, we all have someone, somewhere along the journey with us that didn't sign that contract. They endure the ups and downs, the uncertainties of deployments and the joy of reuniting with one another after those separations.

My family has sacrificed so much to allow me to do what I love, which is taking care of our Airmen!

I cannot say "thank you" enough or rewind time to make up for those missed birthdays and anniversaries. I don't think any of us would change a thing, but I simply wanted to let them know how much they are loved and appreciated and that I under-

stand the sacrifices they have made.

Two things I ask: First, don't ever underestimate how much the support and sacrifice of our families means to our success. Second, please ensure you go home tonight and thank those that you love, give them a call if they are not here with you, or give them a big hug if they are.

I can think of no greater thing than serving in the world's greatest Air Force alongside the world's greatest Airmen, but without my family and their support and sacrifices, none of it would have been possible. We all look forward to seeing where the journey continues to take us.

ON THE COVER

Col. David Drichta, 12th Operations Group commander, addresses the crowd Monday during an annual ceremony held at Joint Base San Antonio-Fort Sam Houston MacArthur Parade Field. For the complete story, see page 4. **Photo by Johnny Saldivar**

WINGSPREAD

**Joint Base San Antonio-Randolph
Editorial Staff**

Brig. Gen. Bob LaBrutta

502nd Air Base Wing/JBSA Commander

Todd G. White

502nd ABW/JBSA Public Affairs Director

Marilyn C. Holliday

JBSA-Randolph Public Affairs Chief

Airman 1st Class Alexandria Slade

Editor

Airman 1st Class Stormy Archer

Robert Goetz, David DeKunder

Maricris Moore

Staff Writers

Maggie Armstrong

Graphic Designer

Wingspread Office

1150 5th Street East

JBSA-Randolph, Texas 78150

Phone: (210) 652-4410

Wingspread email

randolphpublicaffairs@us.af.mil

Wingspread Advertisement Office

EN Communities

P.O. Box 2171

San Antonio, Texas 78297

(210) 250-2440

This newspaper is published by EN Communities, a private firm in no way connected with the U.S. Air Force, under exclusive written contract with Joint Base San Antonio-Randolph, Texas. This commercial enterprise Air Force newspaper is an authorized publication for members of the U.S. military services. Contents of the Wingspread are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense, or the Department of the Air Force.

The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by the Department of Defense, the Department of the Air Force or EN Communities, of the products or services advertised.

Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other nonmerit factor of the purchaser, user or patron.

Editorial content is edited, prepared and provided by the Public Affairs Office of JBSA-Randolph. All photos, unless otherwise indicated, are U.S. Air Force photos.

The deadline for submissions is noon Wednesday the week prior to publication. All submissions can be emailed to randolphpublicaffairs@us.af.mil.

Check us out on . . .

- Facebook: Joint Base San Antonio, JBSA-Fort Sam Houston, Lackland JBSA and JBSA-Randolph
- Twitter: @JBSA_Official, @JBSAFSH, @JBSALackland and @JBSARandolph
- YouTube: Joint Base San Antonio



Occupational analyst treated to celebration befitting 50-year career

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

Veteran occupational analyst Hank Dubois is no fan of fanfare, especially when it's directed at him, but a 50-year civil service career is something to celebrate, as he found out the morning of Feb. 12.

When he walked into the Air Education and Training Command Occupational Analysis Division conference room in Joint Base San Antonio-Randolph's Hangar 13 that day, he was totally unprepared for what awaited him.

Surrounded by more than 30 people, including his colleagues, his wife, Tammy, and other family members, and two special guests, Dubois, AETC Occupational Analysis Division Combat Services and Support Specialties chief, experienced a morning to remember. The conference room he was standing in, he learned, would bear his name. A plaque recognizing his years of service and congratulatory letters from Secretary of the Air Force Deborah Lee James, Air Force Chief of Staff Gen. Mark A. Welsh III and Gen. Robin Rand, AETC commander, were presented to him.

Brig. Gen. Stephen Linsenmeyer, AETC Directorate of Intelligence, Operations and Nuclear Integration interim director, and Col. Samuel Milam, directorate deputy director for flying training, joined the celebration, using their attendance at "briefings" that morning as a guise for their presence and as a decoy to keep Dubois away from the conference room as it was being set up for the event.

"The celebration was a total surprise," Dubois said.

He admitted the attention he received was a little embarrassing.

"It's my job," Dubois said. "I just come in every day and do it."

Dubois has been coming in and doing his job ever since 1964, when the San Antonio Central Catholic High School graduate enlisted in the 433rd Tactical Airlift Wing, an Air Force Reserve unit at then-Kelly Air Force Base, and handled assignments in administrative management, personnel, education and training. He also served a four-year special-duty assignment as wing senior enlisted adviser.

Dubois' civil service career began at his Reserve unit in 1965 as an Air Reserve technician military personnel specialist, and he advanced to the position of military personnel programs chief.

Dubois moved across town in 1980, joining the legacy Air Force Occupational Measurement Center at Randolph Air Force Base as a job inventory developer and occupational analyst. He served three years as a job inventory developer and four years as an analyst and report writer before he was chosen as chief of the



Photo by Joel Martinez

Brig. Gen. Stephen Linsenmeyer (right), Air Education and Training Command Directorate of Intelligence, Operations and Nuclear Integration interim director, presents a certificate of service to Hank Dubois, AETC occupational analyst, in honor of his 50 years of civil service Feb. 12 at Joint Base San Antonio-Randolph.

inventory department, a post he held for 15 years.

Dubois' military career ended in 1990, when he retired from the Reserve as a chief master sergeant, but his civilian career continued. He was chosen to lead the special studies section in 2002 and became analysis operations chief in 2007. A division reorganization two years later resulted in his current role, and he also serves as occupational analysis division deputy chief.

The occupational analysts' job is to survey and analyze career fields, Dubois said.

"We survey what people do in their jobs – the tasks they do and the time it takes," he said. "We collect a lot of background information, and we also collect job satisfaction information. All the data goes through extensive analysis."

Dubois said the Occupational Analysis Division comprises two production units – airpower generation, which includes aircraft operations, intelligence and maintenance, and combat services and support, which he supervises.

"We keep data as fresh as we can to support Air Force career field managers," he said.

Roger Corbin, AETC occupational analysis division chief, said Dubois' work has an Air Force-wide focus.

"Hank provides Air Force formal training with factual assessments of what to train Airmen on and ensures

AETC relevance – a huge Air Force-level impact," he said. "Hank has invested most of his civil service career spearheading the effort to collect and analyze occupational data, which is the driver in establishing requirements across the Air Force's formal technical training enterprise."

Corbin said Dubois' leadership "provides the blueprint for Air Force specialty curriculum" and he "provides the data that ensures that Air Force formal training is matched to operational needs."

Dubois said one of the pleasures of his career has been his opportunity to mentor young officers when the occupational analysis program included active-duty members.

Corbin said that mentorship has been "extremely helpful to countless young officers."

"Just last week I received a note from an officer who will pin on the rank of colonel telling me of the huge impact Hank made on his career," he said. "This officer referenced Hank's leadership style of 'taking care of people' as being a key ingredient in his being promoted to colonel."

Dubois paid tribute to his colleagues.

"We have a super group of people throughout our division," he said. "Just about everybody knows the military. Most are retired military, and the others have been working in this for a long time."

To advertise in the Wingspread,
call 250-2440.

Spring forward safely: stay seen with reflective belt, clothing

By Jewell Hicks

Joint Base San Antonio Safety Office

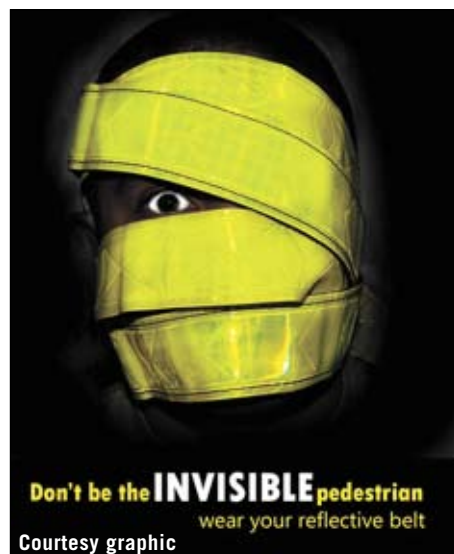
It's that time of the year again ... Daylight Saving Time begins on Sunday.

This shift in time moves one hour of daylight from the evening into the morning hours. Many of you will now be traveling to work during the hours of darkness, which increases the risk for people driving, as well as for people walking or jogging.

It's important for drivers to pay special attention to the path ahead and expect the unexpected. Pedestrians and joggers need to assess the risk as well and have situational awareness of their surroundings also.

Pedestrians should use paths or sidewalks along roadways, walk facing oncoming traffic when paths or sidewalks are not available and wear reflective outer garments during periods of darkness or reduced visibility, according to Department of Defense Instruction 6055.4, DOD Traffic Safety Program, which is applicable to all services.

The instruction also requires the use of applicable fluorescent or reflective



personal protective equipment by all DOD personnel exposed to traffic hazards as part of their assigned duties, such as marching troops, police, firefighters, emergency medical services, road construction crews, electricians or telephone repair personnel working on outside overhead lines.

Each of the military services also has

specific guidance related to pedestrian safety and the wear of reflective materials during limited hours of visibility.

According to Army Regulation 310-85, personnel running and not in formation are required to wear a reflective outer garment and or equipment during hours of limited visibility. The regulation further states that fluorescent or reflective PPE will be provided to and used by all personnel who are exposed to traffic hazards as part of their assigned duties; for example, marching, running, and jogging troops (not in formation).

In Air Force Instruction 91-207, the rules for individuals jogging, running or walking on roadways at night or in inclement weather (e.g., fog, rain, sleet, snow, etc.) is to wear clothing/accessories containing retro-reflective properties visible from the front and back. All individuals who are exposed to traffic hazards as part of their assigned duties shall wear a highly visible outer garment during the day and outer garment containing retro-reflective material at night.

Operational Navy Instruction 5100.12J stresses that at night or in periods of re-

duced visibility, personnel are encouraged to wear brightly colored, fluorescent or other reflective garments when running, jogging, walking or traveling near roadways.

The DOD and all individual service guidance also prohibit the use of portable headphones, earphones, cellular phones, iPods or other listening and entertaining devices (other than hearing aids) while walking, jogging, running, bicycling, skating or skateboarding on roadways. In accordance with service regulations, headsets and personal stereos are prohibited when wearing physical fitness uniforms at all times.

During the hours of darkness – whether as a result of the hour we moved forward on the clock or just during the regular hours of limited visibility – it is critical for pedestrians and joggers to wear clothing or accessories for ensuring you are as visible as possible to vehicle operators.

The choice you make whether driving or walking does matter and may save your life or the life of someone else. Stay seen and stay safe.

JBSA honors the beginning of military aviation

By Airman 1st Class Stormy Archer

Joint Base San Antonio-Randolph Public Affairs



Service members and civilians from Joint Base San Antonio gathered at the JBSA-Fort Sam Houston MacArthur Parade Field Monday to observe the 105th anniversary of military aviation.

In 1910, then-Army Lt. Benjamin Foulois became the first person to make a military flight, from a military facility, of a government owned plane flown by a military-trained pilot.

In December 1909, Foulois was sent to San Antonio from Washington, D.C., to assemble a new aircraft, designated Signal Corps No. 1, and learn how to fly. After 54 minutes of instruction from Wilbur Wright and a few hours as a passenger, Foulois, having never flown solo or attempted a landing, taught himself to fly.

Through trial and error, attention to detail, personal risk and devotion to duty; military aviation was born.

"An aviator, in their heart, is birthed from the very beginning," Army Lt. Gen. Perry Wiggins, Army North (Fifth Army) commander and JBSA-Fort Sam Houston and JBSA-Camp Bullis senior Army commander, said.

"He is the guy out with a red wagon, when everyone else was afraid to get in and go down the steep hill; he was the first one to raise his hand and get in it and ride it all the way down to the bottom. If he didn't make it, he brought in his older brother to fix the wheels he broke and he jumped back in and did it again. That is the Foulois that we are here to learn about today."

Foulois was able to fly the 30-horse power, two-propeller biplane a total of seven and a half minutes, and attained a height of 200 feet, circling the field at a speed of 30 mph.

"To me, when you read about the pioneers of aviation, one thing I realize is how far we have come," Wiggins said. "The expectation that it is safer to fly in an airplane than it is to drive in a car is due to the people right here in this audience and the people you serve with and for every day. The people we should remember today are those that picked up the challenge and mantle of responsibility and marched on after Foulois, and took aviation to where it is today."

The innovations in flying training and flight safety made by Foulois still affect how the Air Force operates today.

"Today, the 12th Flying Training Wing is the source

of America's air power; we train the instructor pilots that go out and train the rest of the pilots in the Air Force," Col. David Drichta, 12th Operations Group commander at JBSA-Randolph, said.

"We also have the initial pipeline for remotely piloted aircraft as well as introduction to fighter fundamentals. That source of America's air power is the execution today of what happened on this day back in 1910 with Lt. Foulois. If you look back at the birth of aviation, we have instruction from 105 years ago continuing here in the rich tradition of San Antonio and military aviation. We come from a long line of people who have been doing this before us, and we will continue to take the fight into the future."

The ceremony was concluded with a wreath laying to honor the accomplishments of Foulois and his eight-man team and to remember the beginning of San Antonio's military aviation heritage.

"In the spirit of what happened here, I want to congratulate each and every one of you and thank you for continuing to recognize and celebrate the history of aviation," Wiggins said. "It has been an honor for me to stand here today and be a part of this tradition."

Freedom Flyer Reunion planned for March 20



Courtesy graphic

The 560th Flying Training Squadron at Joint Base San Antonio-Randolph hosts the 42nd Freedom Flyer Reunion and the 18th Annual Prisoner of War/Missing in Action Symposium March 20. The following events will take place to honor the 195 Air Force POWs and all Vietnam War POWs from all military services:

- Squadron open house and artifact dedication: 9 a.m. in Hangar 12
 - Wreath-laying ceremony and Missing-Man flyby: 12:15 p.m. in Washington circle
 - 18th Annual POW/MIA symposium: 1:30 p.m. in the Fleenor Auditorium
- A list of speakers and times for the symposium, as well as planned road detours will be featured in the March 13 issue of the Wingspread.
- Washington Circle will be closed 8 a.m. to 3 p.m. March 20. No parking allowed on E Street East beginning 8 p.m. March 19 to 8 a.m. March 21.



Controlling stray, roaming animals at Joint Base San Antonio locations

By Brian Desormeaux
502nd Civil Engineer Squadron

The 502nd Civil Engineer Squadron works hard to insure the base population and visitors have a memorable experience while working or visiting Joint Base San Antonio.

One task they are assigned is the control of stray and roaming animals within the confines of JBSA perimeter fencing.



Courtesy graphic

The members of the 502nd Civil Engineer Operations Flight understand that all animals should be treated in a humane nature. When trapping animals for removal, they use live traps and try to ensure not only the safety of the base population, but the safety of the animal as well.

It is difficult to mitigate the presence of stray and roaming animals when they have found a food source being replenished by base residents or visitors. Refrain from feeding any animal that does not belong to you or that is running wild on JBSA. This is for your safety and the safety of the animal.

Many of these animals may be diseased or pest-ridden and require medical care or just a better living situation. Contact with these animals can become a negative experience for both the animal and the person.

If stray or roaming animals are seen on any JBSA location, call the 502nd CES customer support line at 671-5555 to report the location and type of animal.

STRAIGHT TALK

For inclement weather notifications, information on the upcoming 2015 Joint Base San Antonio air show and open house, and current information on base operating status during a natural disaster, crisis or emergency, call your local Straight Talk line.

• JBSA-Randolph: 652-7469

You can also check the JBSA Facebook page for updated announcements at <http://www.facebook.com/JointBaseSanAntonio>.

27 pay dates for civilians in 2015

By Janis El Shabazz
Air Force Personnel Center Public Affairs

Civilian employees will have 27 pay dates in 2015 vice the usual 26, so some employees might need to adjust their Thrift Savings Plan contribution elections to receive the maximum agency matching contributions for 2015.

The Internal Revenue Code imposes a limit each year on the amount that an employee can contribute annually to a tax deferred retirement plan like TSP. The maximum 2015 contribution amount for traditional or Roth TSP is \$18,000 and the maximum amount for 2015 catch-up contributions is \$6,000. Catch-up contributions are additional tax-deferred contributions and are separate from regular TSP contributions. To be eligible to make catch-up contributions, you must be at least age 50 in the year the contributions are made, must be in a pay status, and must be scheduled to reach the elective deferral limit for regular TSP contributions during the calendar year. For those who are eligible, catch-up contributions provide a way for individuals to secure their retirement, especially for those who begin investing later in their careers.

"If employees under the Federal Employees Retirement System wish to receive the maximum matching contributions for 2015, they must ensure

they do not reach the \$18,000 contribution limit before the last pay day of the year because TSP contributions stop when an employee's contributions reach the annual maximum limit," said Erica Cathro, Air Force Personnel Center Human Resources Specialist.

Air Force civilians can adjust TSP elections through the Employee Benefits Information System.

For more information about this topic, to include viewing the TSP and Catch-Up Contributions Chart and other personnel programs, visit the myPers website at <https://mypers.af.mil>. To access EBIS, select the link under the 'I would like to' section and log into the site with the social security number and EBIS personal identification number.

New users who do not have a PIN must click the 'new user' option to create one. Employees who have forgotten their PIN can reset it by providing six pieces of previously established information. After answering the security questions select the "forgot login" link and enter the requested information.

For more information on other personnel programs go to myPers at <https://mypers.af.mil>. Individuals who do not have a myPers account can find instructions to create an account at

<http://www.retirees.af.mil/shared/media/document/AFD-120510-068.pdf>.



75-day leave carryover ends Sept. 30

By Debbie Gildea
Air Force Personnel Center Public Affairs

Effective Sept. 30, military members will no longer be able to carry more than 60 days of leave into the next fiscal year, in accordance with 2013 National Defense Authorization Act requirements.

Unless they are approved for special leave accrual, Regular Air Force and Active Guard Reserve – or AGR – members who have more than 60 days of leave must use it or lose it by Oct. 1.

The 2010 NDAA included a provision that allowed members to carry up to 75 days of leave forward to the new fiscal year because of limited leave opportunities tied to deployments and other mission requirements. The 2013 NDAA extended that provision through the end of fiscal year 2015.

"Airmen need to be aware of the change so that they can plan leave accordingly and ensure their leave balance is 60 days or fewer by the end of the fiscal year," said 1st Lt. Nate Strickland, Air Force Personnel Center special programs branch chief. "Even if you don't have more than 60 days now, by Sept. 30, you may accrue

enough leave time to be over the limit."

Some Reserve members could be affected as well, said Lt. Col. Belinda Petersen, Air Reserve Personnel Center public affairs.

"All Reserve members accrue leave when they are on active duty orders for 30 days or longer. And Active Guard Reserve members accrue leave the same way regular Air Force members do, so the extension expiration will affect them," she said. "If you aren't sure whether or not you're affected, talk to your supervisor or military personnel section."

Members who have approved special leave accrual are exempted from the use-or-lose rule, Strickland said. Special leave accrual approval is for members who couldn't use their leave because of national emergency, crisis, catastrophe or national security situations.

"SLA is only granted when Airmen cannot take leave under those circumstances," the lieutenant said.

For more information about military benefits, visit myPers at <https://mypers.af.mil>. Air Force retirees who do not have a myPers account can find instructions to create an account at <http://www.retirees.af.mil/shared/media/document/AFD-120510-068.pdf>.

Life-saving training course prepares medics for combat operations

By Staff Sgt. Michael Ellis
59th Medical Wing Public Affairs

Surgeons and nurses from the U.S. Air Force, Army and Navy underwent a three-day training course Feb. 10-12 at Wilford Hall Ambulatory Surgical Center to prepare for the various perils they may face in a deployed environment.

The Emergency War Surgery Course has been conducted at Wilford Hall since it was established back in 2004. Currently, Wilford Hall is the only location that hosts the course, which is mandatory for general or orthopedic surgeons and is optional for nurses.

"The purpose of the Emergency War Surgery Course is to give deploying surgeons some of the basic trauma skills they will need when they deploy downrange," said U.S. Army Col. (Dr.) John Garr, commander of the Defense Medical Readiness Training Institute.

Sherrilee Demmer, 59th Medical Wing Trauma Education and Injury Prevention coordinator, explained how the Emergency War Surgery Course was formulated.

"The Department of Health Affairs formed a combat surgery committee composed of members from all the

branches of service to decide on what deploying members needed to know," said Demmer.

Trauma coordinators from all services went to forward operating bases in theater to collect data," Demmer said. "They then attended the Emergency War Surgery Course and started making performance improvements based on the data."

Although surgeons are required to attend the courses within two years of a deployment, the course is optional but highly recommended for nurses. Feedback has shown that there are substantial differences in the readiness and capabilities for nurses who attend the course.

"Early on we were hearing from people downrange that it was sometimes taking six weeks for the nurses to get up to speed," said Demmer. "The nurse that comes through this course is way up to speed compared to the nurse who does not."

Another benefit of having a single tri-service course with standardized curriculum is the opportunity to explain how each service differs in a deployed environment. Students received instruction on medical joint operations and ways in which they could better assist each other, which will ultimately



Photo by Staff Sgt. Michael Ellis

Surgeons in the Emergency War Surgery Course at Wilford Hall Ambulatory Surgical Center at Joint Base San Antonio-Lackland listen to the advanced surgical skills for exposure in trauma lesson Feb. 11.

increase patient care.

"It is important to have specialized training because the types of situations, patients and injuries these surgeons and nurses will encounter are much different from those seen in the civilian sector," said Garr.

"In the end it's all about the wounded troop," Demmer said. "From the beginning, the focus of the course was to provide doctors and nurses with the best training possible so they can take care of the patient; that remains our focus today."

Air Force Smart Operations emphasizes continuous improvement

By 1st Lt. Jose Davis
Air Education and Training Command Public Affairs

Confucius once said that in order for a man to move a mountain, he must first begin by carrying away its small stones. Now, if one is to imagine the Air Force as that giant mountain, how does an Airman begin trying to move it? That is, if someone wants to effect change across the Air Force, how does he or she go about doing so?

It begins by carrying away the small stones. That is the point of Air Force Smart Operations – or AFSO.

In November 2005, then-Secretary of the Air Force Michael Wynn unveiled the tenets of AFSO in a Letter to Airmen emphasizing the need to eliminate waste engendered by antiquated processes and encouraging Airmen to develop new practices that significantly increase the Air Force's combat capabilities. The vision was that continuous process improvement (another term for AFSO) would be in the DNA of every Airmen.

"Many folks see AFSO as only a program. They're wrong," said Jerardo A. Perez, Deputy Director of Studies, Analysis and Assessment Headquarters for Air Edu-

cation and Training Command. "In its simplest form, AFSO is a deliberate recipe for solving today's challenges or enhancing current operations."

AFSO is not just another program; nor is it an amalgamated rehash of previous cost-saving efforts. The underlying principles that guide AFSO are universal. AFSO is a culture and a mindset for improving the Air Force by making small changes to processes, just like moving a mountain one small stone at a time.

"Everything we do, whether at home or at work, is made up of processes," said Charles Wyatt, Headquarters AETC AFSO master process officer. "At least 90 percent of those processes contain waste that can be removed by applying the AFSO continuous process improvement tools. However, sadly too many people insist on performing their duties the same old way they learned them many years ago when money, manpower and equipment were much more abundant."

But in today's resource-constrained environment, people must innovate and apply AFSO tools to help close those resource gaps.

"So, when faced with limited resources such as the recent sequestration in the spring of 2013, the first ques-

tion most leaders asked their Airmen was, 'What should we stop doing?' When the question should be, 'If we remove as much waste from our process as possible, how much of our mission can we still achieve given current resources?'

"I think commanders would be really surprised to see how much waste their mission processes currently have and once removed, how efficient they can become without having to 'stop doing' anything," Wyatt added.

While there was relief from sequestration for fiscal years 2014 and 2015, the Budget Control Act of 2011 is still law and remains in effect for FY 2016. Without relief from the BCA, the Air Force will once again be forced to operate at decreased budget levels. If or when that happens, AFSO should be the first toolbox rolled out for Airmen to find ways to deal with any coming resource constraints while also increasing efficiencies across the service.

"Now more than ever, we have to work a problem, solve it and move on to the next one," said Maj. Gen.

AF senior leaders caution against sequestration

By Staff Sgt. Torri Ingalsbe

Secretary of the Air Force Public Affairs Command Information

The Air Force's top two leaders justified their service's funding proposal in the fiscal year 2016 President's Budget request to members of the Senate Appropriations Committee during an Air Force posture hearing Feb. 25, in Washington, D.C.

"Rather than living with sequestration levels, we are coming in with a budget figure for (fiscal) 2016 which is substantially closer to what we need to run the Air Force," said Secretary of the Air Force Deborah Lee James. "It represents the difference between the Air Force our combatant commanders need to get their jobs done around the world and the one our nation expects, vice the type of an Air Force we will be forced to live with under sequestration – which means we cannot meet the Defense Strategic Guidance."

Even with this higher figure, the Air Force still faces some tough choices, the secretary explained. Those choices include base realignments and closures, retiring old aircraft and slowing compensation growth.

"We realize none of this is popular and it's all hard," James said. "But with sequestration the choices will be all the more dire. Sequestration threatens everything and I'm sure that we can do better."

With the savings seen in these areas, the Air Force can focus on recapitalizing and modernizing its force, procuring new platforms to ensure the safety of America into the future; investing in critical mission infrastructure to get units back to 100 percent combat readiness; and focusing on programs to improve the quality of life and service for Airmen and their families – all while meeting the most important needs of the combatant commanders.

"Today, more than ever, we need a fully capable, fully ready force," said Air Force Chief of Staff Gen. Mark A. Welsh III. "We just can't continue to cut force structure in order to pay the cost of readiness and modernization, or we will risk becoming too small to succeed."

He explained the purposeful underfunding of infrastructure that produces combat capability is no longer a viable option for the Air Force moving forward. The training ranges, exercises and simulators must be improved and invested in to maintain combat readiness for the future.

"Air Forces that fall behind the technology curve fail," he said. "Joint forces without the full breadth of air, space and cyber capabilities that modern airpower brings will lose."

Recapitalizing and modernizing today's Air Force is something both James and Welsh believe cannot be done under sequestration funding.

"It won't be easy and it will require accepting prudent risks in some operational mission areas for some period of time to get this done," Welsh said. "We need your help to win today's fight and still be able to win in 2025. I think our Airmen deserve it, our joint team needs it and our nation still expects it."

Congress posed several questions to James and

"Today, more than ever, we need a fully capable, fully ready force. We just can't continue to cut force structure in order to pay the cost of readiness and modernization, or we will risk becoming too small to succeed."

Gen. Mark A. Welsh III
Air Force Chief of Staff



Photo by Jim Varhegyi

Air Force Chief of Staff Gen. Mark A. Welsh III (right) answers a question about the fiscal year 2016 President's Budget request during a hearing of the Senate Appropriations Subcommittee on Defense Feb. 25 on Capitol Hill in Washington, D.C.

Welsh ranging from base closures to energy options, and from space capabilities to close-air support. The bottom line from the Air Force was simple – the Air Force will maintain its commitments to combatant commanders, while realizing savings and more efficient ways of doing the mission.

"Close air support isn't a plane, it's a mission," James said. "It's a sacred mission, and we got it – I just want to assure you of that. Every aircraft even-

tually gives way to the next generation. In terms of the mission of close air support and our support of troops on the ground, we got it."

Both James and Welsh attributed the success of the Air Force mission to its Airmen and their families, and told Congress the best way to a successful Air Force of the future is to continuously invest in the programs, capabilities and services that will train and equip Airmen to win the fight today and tomorrow.

Chief Master Sgt. of the Air Force James A. Cody delivers his "Enlisted Perspective" at the Air Force Association's annual Air Warfare Symposium and Technology Exposition, Feb. 12 in Orlando, Fla. Cody focused on key areas such as enlisted development, resiliency for Airmen and their families and innovation.

Photo by Scott Ash



Cody gives enlisted perspective at AFA symposium

By Staff Sgt. Christopher Gross
Air Force News Service

Chief Master Sgt. of the Air Force James A. Cody outlined his top priorities for the enlisted force during the Air Force Association's annual Air Warfare Symposium and Technology Exposition Feb. 12 in Orlando, Fla.

Cody focused on key areas such as enlisted development, resiliency for Airmen and their families, and advancing the force.

He talked about the anticipation over the new enlisted evaluation and promotion systems and explained that it won't change who gets promoted, rather the order in which they're promoted.

"We're getting after a lot of things our Airmen have been asking for and that

creates some uncertainty," Cody said. "Because they knew where they fell before – where everybody else fell. Now, people are going to kind of fall in a little different order."

Cody also spoke to his vision of the developmental pyramid, which Airmen should see as a model for career progression. The different layers and sides of the pyramid represent different stages or opportunities in an Airman's career and serve as stepping stones to progress higher.

That progression doesn't come without resiliency, something Cody said is the "critical link" for Airmen and their families.

"You just can't care enough – resiliency is not a program, it's a core strength," Cody said.

One of the ways the Air Force is instilling good resiliency practices is by starting from square one.

"We're doing a lot as we move forward to kind of build that resiliency from the ground up," Cody said. "So what better place for us to look at this than basic military training."

Cody said the first group of Airmen that will go through the Capstone Week recently arrived at basic military training. After seven-and-a-half weeks of intense and rapid training and being transformed from trainees to Airmen, they will attend a final week where they can decompress and consider what it means to be an Airman.

The week is set aside to focus on building character skills, "that are going to be essential," for those Air-

men to succeed, Cody said.

Cody said it's a time "to understand what they're a part of, to really internalize those core values and to help them understand that character is important."

Being resilient will allow Airmen to not only bounce back but to also be innovative and move the force forward.

Cody said we "have always been an Air Force of innovative Airmen." He said today's Airmen are more innovative than ever, mainly because the Airmen joining today are smarter than ever.

He said the key to continue being an innovative Air Force is for leadership to ensure they're not stifling those Airmen with good ideas. Rather they need to take the time, listen and be supportive, because that's the only way we're going to continue to move forward.



One of the best things about ICE is that people can let service providers know when they do a great job, not just for poor service. It takes five minutes or less to submit a comment at <http://ice.disa.mil>.



JBSA Sexual Assault Prevention, Response

To report a sexual assault, call the 24/7 Joint Base San Antonio Sexual Assault Prevention and Response Hotline at 808-7272 or the Department of Defense Safe Helpline at 877-995-5247.

Joint Base San Antonio-Randolph News Briefs

JBSA-Randolph munitions offices closed

Joint Base San Antonio-Randolph munitions offices and munitions storage areas will be closed to normal business Monday through March 13 to conduct a semi-annual inventory of ammunition and explosives. Only emergency issues will be honored during this period.

For more information, call 652-6780 or 652-3361.

ID cards available by appointment only

All Joint Base San Antonio Common Access Card identification card office visits are by appointment only. Members should be cognizant of when their ID cards expire in order to make an appointment beforehand. Appointments can be made online at <https://rapids-appointments.dmdc.osd.mil>.

Tax center operating hours

The Joint Base San Antonio-Randolph tax center will operate through April 15. For more information, call 652-1040.

Transportation survey

The Texas Department of Transportation and Joint Base San Antonio are asking JBSA commuters to participate in the Active Travel Demand Management Travel Options Study survey to better understand regional congestion patterns.

The anonymous survey link is <http://tinyurl.com/JBSAcommute>. For more information, call 652-3477 or 652-5307.

Be prepared: Severe weather season approaching

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

The weather in Texas is so unpredictable that thunderstorms and tornadoes can happen year-round, but the time of year when these weather events are most prevalent is approaching.

"Severe weather can really happen any day of the year in Texas, but April through November is predominantly the period when it happens," Greg Wilson, Joint Base San Antonio emergency management specialist, said. "Our biggest concerns during this period are thunderstorms, lightning and tornadoes."

Thunderstorms, which are always accompanied by lightning and often have strong, gusting winds and heavy rain, are "formed by a combination of moisture, rapidly rising warm air and a force capable of lifting the warm air," according to the Air Force Be Ready emergency preparedness website, <http://www.beready.af.mil>.

The site defines lightning as "an electrical discharge that results from the buildup of positive and negative charges within a thunderstorm" and a tornado, which is spawned by a thunderstorm, as "a violent windstorm characterized by a twisting, tunnel-shaped cloud."

The preparedness program websites for the armed services, which also include www.acsim.army.mil/ readyarmy and <http://www.ready.navy.mil>, contain a

wealth of information to help people get ready for thunderstorms, tornadoes and other severe weather events, Wilson said.

"The web sites contain information people need to follow and what to look for," he said. "They include actions people should take before, during and after a severe weather event."

Wilson said every workplace and home should have a designated shelter to protect people from the potentially deadly effects of thunderstorms and tornadoes.

At JBSA and other installations, active-duty members and civilian employees "should know where their shelter is located," he said.

An emergency management representative or point-of-contact is available at most workplaces to inform people about sheltering options, Wilson said. In addition, many emergency shelters in place are designated by a sign.

"The location of the shelter depends on the structure of the building; it has to withstand high winds," he said. "There are offices and rooms where people can go. The best place is an interior room with no windows and away from outside walls."

Families should follow the same guidelines and parents should ensure their children know how to react when a dangerous storm is imminent, Wilson said.

"Make sure you include your kids in the planning process," he said. "And if you let them make a plan,

they won't be so afraid when it comes time to implement their plan."

The Air Force Be Ready site lists escape routes, family communications, utility shut-off and safety, insurance and vital records, the elderly and people with special needs, safety skills, caring for animals and an emergency supply kit as items that should be addressed as part of the planning process.

Sirens are often used to warn people when a potentially deadly weather event is imminent, Wilson said.

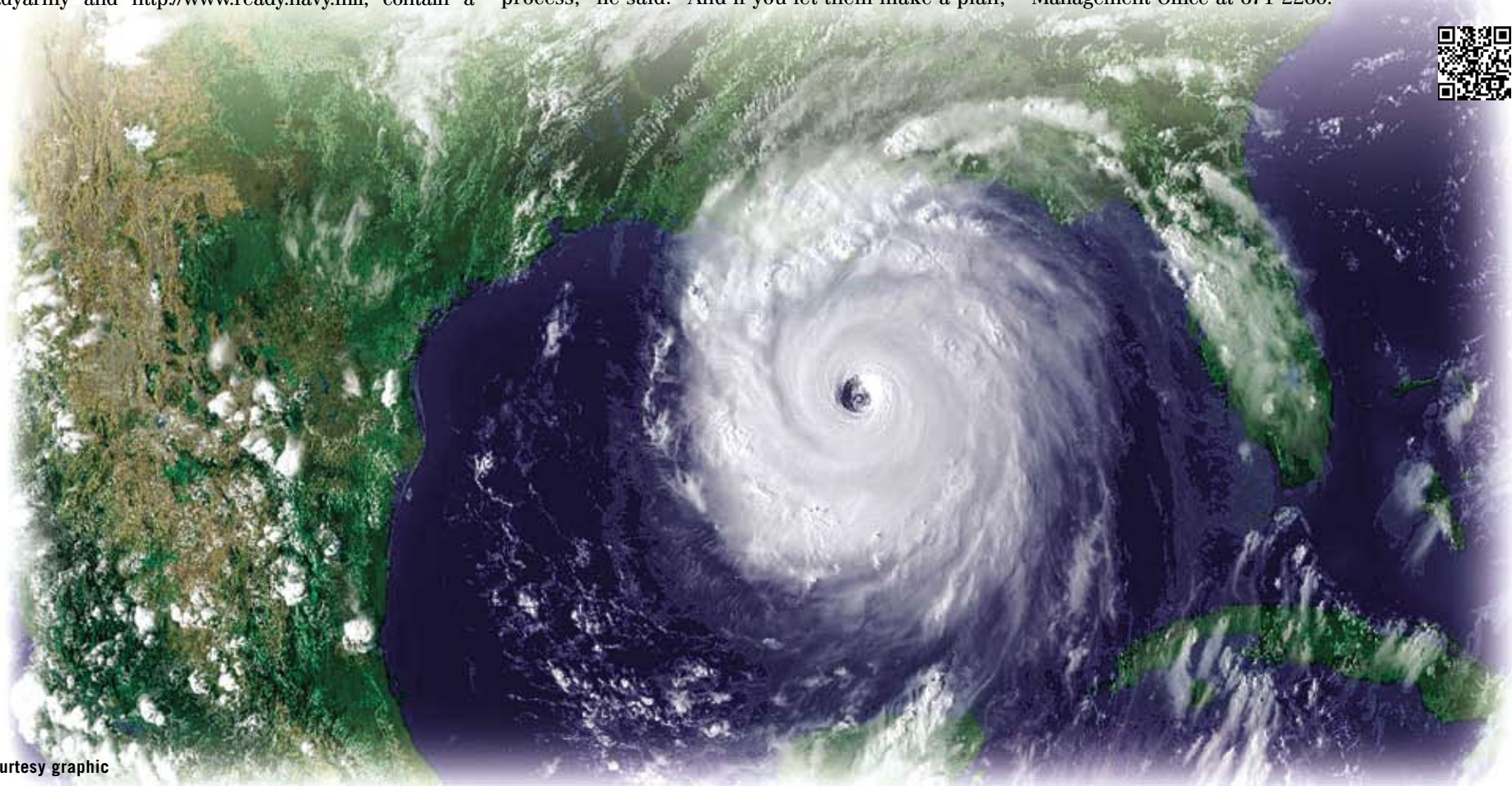
"Here at JBSA, our weather flight would notify the command post of the impending weather and, once it reaches warning status, command post will activate the sirens," he said.

There are also other ways to communicate that warning, Wilson said. Among these are National Weather Service apps for mobile devices and desktop and laptop computers and bulletins from television and radio stations.

Motorists should also be prepared for severe weather, Wilson said.

"Motorists should pull safely onto the shoulder of the road, away from trees," he said. "If it's a tornado, don't try to outrun it. Get out of your vehicle and seek shelter in a building or, if no buildings are around, find a ditch or low-lying area."

For more information, contact the JBSA Emergency Management Office at 671-2260.



Key spouses keep families of active duty connected to unit

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

The Air Force provides a broad support system for the families of active-duty members, but one program is designed specifically to connect families with their loved ones' units, especially during deployments, separations and emergencies.

The Key Spouse Program offers the spouses of service members a relationship with a volunteer who gives them a direct line of communication with unit leadership and provides them and their families with the support they need.

"The Key Spouse Program is a commander's program," Laura Winkels, 802nd Force Support Squadron community readiness consultant, said. "Commanders choose who will be the key spouses in their units."

Volunteers chosen for the program are typically the spouse of an active duty or retired service member. A person interested in serving as a key spouse should contact the commander or first sergeant of a unit.

Families of deployed Airmen are the primary focus of key spouses, Winkels said, but the program is standardized to address the needs of all military families.

Units usually have one key spouse, but larger organizations may require more than one, Winkels said.

"A unit with flights may have a key spouse for each flight," she said. "The beauty of the program is that it is flexible enough to meet the needs of the commander."

Key spouses should have certain qualities, Winkels said.

"Some of the things we look for are good communication skills, a professional manner, integrity and loyalty to leadership," she said.

At Joint Base San Antonio, key spouses undergo training once they are chosen by commanders, Winkels said. Training is conducted on a monthly basis, but quarterly at each location. The next training session is set for March 18 at JBSA-Lackland; the next session at JBSA-Randolph is April 10 at the Military & Family Readiness Center.

During the intensive training sessions, key spouses learn about the resources available to families, Winkels said. The sessions also address suicide awareness,

"Everyone has a pulse on what's going on with each other and there's never a shortage of volunteers, no matter the task. I attend almost all of the events we have, from our 'Tasty Tuesday' meals to family 'First Fridays' to monthly spouse coffee meetings and other activities."

Laura Winkels

802nd Force Support Squadron community readiness consultant



resiliency, the Sexual Assault Prevention and Response program and other topics.

Alexandra Brown, key spouse for the 435th Fighter Training Squadron, stays connected with the squadron's families on a regular basis.

"The commanders, command spouses and I meet quarterly to discuss the squadron calendar and events for the families," she said. "I am in the squadron on a weekly basis to check in with the commander and flight commanders to see if any of their families or students need anything."

Brown, wife of Maj. Penn Brown, 19th Air Force fighter and maintenance assistant director of operations, said she benefits from being part of a squadron that "operates as a large family."

"Everyone has a pulse on what's going on with each other and there's never a shortage of volunteers, no matter the task," she said. "I attend almost all of the events we have, from our 'Tasty Tuesday' meals to family 'First Fridays' to monthly spouse coffee meetings and other activities."

In addition to attending unit functions, key spouses participate in activities such as Hearts Apart, a Military & Family Readiness Center program that provides a social setting for families experiencing separation due to deployment, remote assignment or extended temporary duty.

Key spouse mentors are a complement to the program, Winkels said.

"Mentors are not a requirement, but they're there to advocate for the key spouse," she said. "They have usually served as key spouses and help guide the key spouse, acting as a sounding board."

Heather Lockington, who became a key spouse for the 902nd Security Forces Squadron in December, said she is still learning about the program and how it benefits active-duty members and their families.

"The challenges I'm facing at the moment are learning about all the various programs and resources we have so I can best meet our families' needs," she said. "The most satisfaction I have received thus far is having

the opportunity and being able to be a part of the Key Spouse Program."

Lockington, whose husband is Senior Airman Ryan Lockington, 902nd SFS weapons instructor, said she is grateful to "be able to meet and speak with so many families throughout the squadron and JBSA-wide."

Brown, who also served as a key spouse at Holloman Air Force Base, N.M., said one of her greatest challenges "is not being able to be at all the places you need to be at once."

"I never want to feel as though I've let someone down or not been able to be there for them in their time of need," she said.

Brown said serving as a key spouse at JBSA-Randolph "has been such a pleasure."

"I have met incredible service members, their spouses and area leaders through the Key Spouse Program," she said. "It is an experience that I could not trade for anything."

For more information on the Key Spouse Program, call the M&FRC at 652-5321.

Traumatic Brain Injury Awareness Month highlights resources

By Staff Sgt. Joseph Hill
Aberdeen Proving Ground, Md.

Throughout the year, we designate specific months to remind us of varying topics that are important to our well-being and/or culture. Oftentimes we forget or overlook the significance of these awareness months due to their repetitious nature.

March is intended to remind us of the serious impact of traumatic brain injuries, or TBI, throughout our population. You may ask yourself, "Why is this important to me?"

The Centers for Disease Control and Prevention reports that approximately 2.5 million emergency room visits, hospitalizations or deaths were associated with a singular TBI or a combination of a TBI and additional sources of injury.

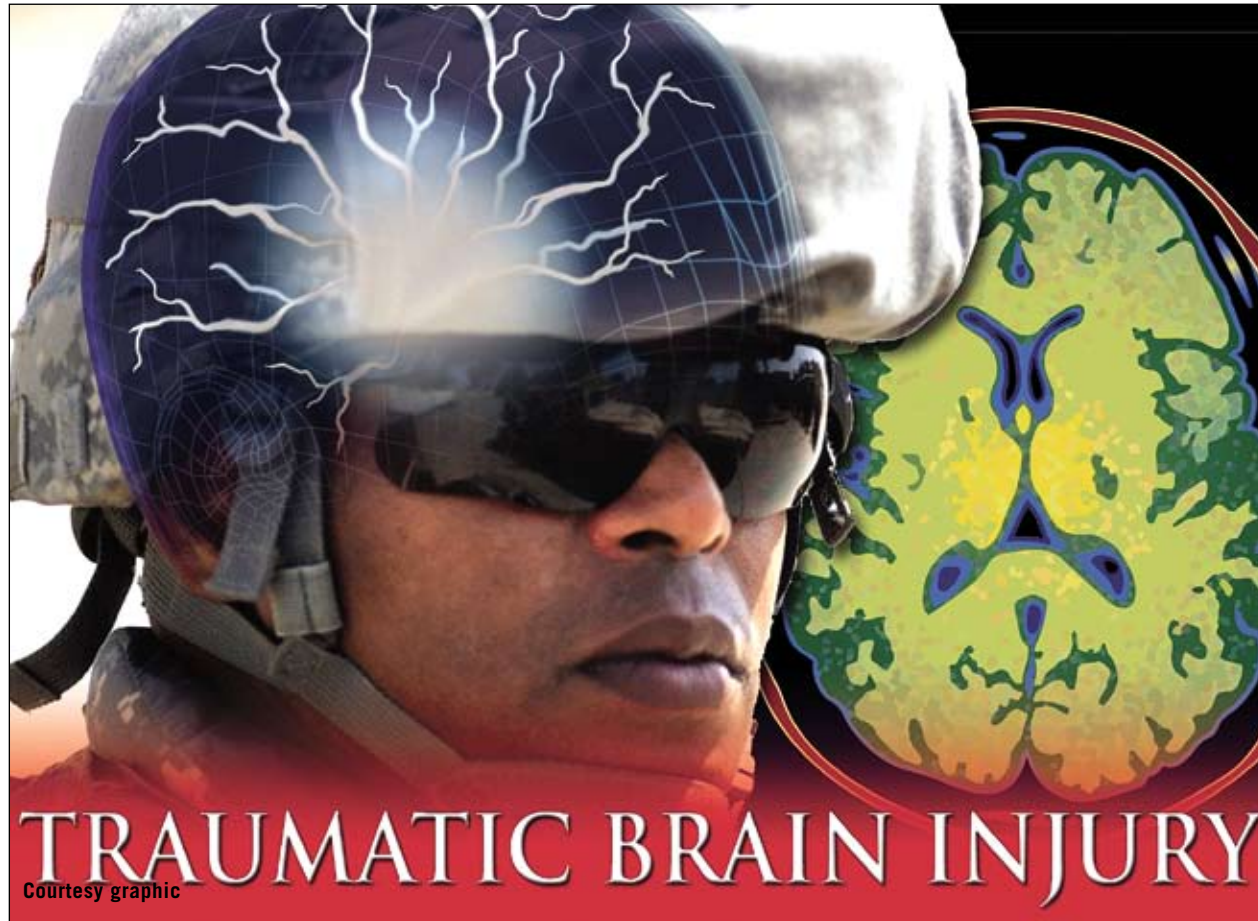
Traumatic brain injuries in themselves are responsible for an estimated 50,000 deaths per year. The Defense and Veterans Brain Injury Center tracks the total number of service members throughout the Department of Defense who have been diagnosed with a TBI.

Since 2000, more than 313,000 service members have been diagnosed with a TBI. These statistical numbers reflect the relevance of TBI. But why should we be concerned about a TBI?

Traumatic brain injury-associated costs within the United States are estimated at \$56 billion annually. The DOD spends an estimated \$1.1 billion annually on TBI education and treatment. There are more than 5 million Americans living with a TBI that has resulted in a permanent need for assistance in daily functioning.

These TBI survivors are left with severe behavioral, cognitive and communicative impairments. TBIs pose a significant public health problem, especially for children five and younger, male adolescents and young adults ages 15-24, and the elderly 75 or older. This form of injury is the most common cause of death and acquired disability among children and adolescents in the U.S.

Dr. Carolyn Caldwell, a neuropsychologist assigned to Kirk Army Health Clinic at Aberdeen Proving Ground, Md., is far too familiar with the effects that TBI has on an individual and their loved ones. On a daily basis, she treats the survivors of these traumatic injuries and the aftermath it creates within their occupational, social, Family, and interpersonal environment. She has published multiple peer-reviewed articles on the subject.



Caldwell said the mechanism of injury in a mild TBI, the most common severity type, may be different. For example, a service member might be involved in an improvised explosive device blast; an adolescent might take a hard hit in a football game; or an elderly person might experience a fall, but the impact on the individual is similar.

The nerves or neurons in our brains can be compared to silly putty. They are very elastic and stretch easily; however, if they are stretched too far, they can break, Caldwell said. When neurons are stretched too far, the normal chemical and electrical functions of the brain are disrupted. This disruption can cause an individual to experience physical, cognitive and emotional symptoms.

For example, after a mild TBI, it is common for individuals to experience headache, sleep disturbance, difficulty with balance, reduced attention and con-

centration, reduced memory ability, irritability and/or mood swings. Regardless of age or type of injury, there is one common treatment for everyone after TBI, physical and cognitive rest. With adequate rest, the brain will recover its normal chemical and electrical balance. Most individuals will recover from a mild injury within days to a few weeks.

Traumatic brain injuries pose a serious health concern not only for us as individuals, but our loved ones, too. As a community we must remain cognizant of the seriousness of a TBI. It is within this awareness that we find a greater chance of preventing these injuries.

If you need resources for education, treatment and prevention please visit the Centers for Disease Control and Prevention's website at <http://www.cdc.gov/TraumaticBrainInjury/index.html> and the Defense and Veterans Brain Injury Center's website at <http://dvbic.dcoe.mil/resources>.

AFSO from P7

Leonard Patrick, Air Education and Training Command vice commander. "I'm a big fan of AFSO. It's a process on how to think and do real analysis in solving problems versus answering a suspense.

"A long time ago, someone told me we never have enough time to do something right the first time, but we always have the time to do it right the second time

– that's something I don't want us to do. Innovative Airmen power the Air Force and AFSO tools help Airmen avoid doing just that," Patrick said.

Recently, an AFSO event was held for AETC chaplains and chaplain assistants to help establish means for improving chaplain engagement with Airmen throughout the command. The event focused on

how the chaplain corps should move from a chapel-based commitment to a unit-based engagement with Airmen. Addressing this challenge is a continuous process that's just begun.

Contact your nearest manpower office or the AETC MPO at aetc.afso21.workflow@us.af.mil to schedule training.